331.55-1

South Dakota Labor Bulletin

August 1991 Published September 1991

The high performance workplace

Recently, several nationally-established commissions released findings with respect to trends in the workplace. The report of the Commission on the Skills of the American Workforce called "America's Choice: high skills or low wages" gives some insight about changing workplace trends.

One emerging trend is being described as the "high performance workplace." That trend may change the way that employers do business and impact the type of training needed by workers. Some researchers believe that the "high performance workplace" will increase the productivity of workers, and may replace the "traditional workplace."

Although the national commissions were to study the educational needs of American workers, the project involved looking at national and international workplace trends. Despite the fact that the project was national in scope, the commissions' findings are as relevant in rural South Dakota as they are in New York City. Many South Dakota firms will recognize the "high performance workplace," since it describes their workplace. The "high performance workplace" can be implemented by large corporations or by small proprietorships. In fact, many small South Dakota businesses have always resembled the "high performance workplace" more than the "traditional workplace."

The "high performance workplace" differs from the "traditional workplace" in one major area. In the "high performance workplace," front-line workers are given much more responsibility. Management layers disappear as front-line workers assume responsibility for many tasks-from quality control to production scheduling-that others used to do.

Although the "high performance workplace" has applications across all industries, from those that manufacture pillows to those that provide medical services, it is easiest to describe in terms of the manufacturing workplace. Each manufacturing firm's workplace and the way that it does business is partially a result of both user demand and competition. Those two factors, changes in demand and competition, are instrumental in the change from a "traditional workplace" to a "high performance workplace."

The "traditional workplace" in the manufacturing industry is characterized by long production runs and minimal training needs for the production workers. A small portion of the production workers can be skilled craftspersons, but a majority of the production workers require minimal job training. In the "traditional workplace," businesses use long production runs to manufacture a large number of relatively inexpensive products. To stay in business, firms keep costs at a minimum, and usually pay low wages to the unskilled and semi-skilled production workers. The workers perform the same production tasks over and over many times each day. In the "traditional workplace," managers are faced with problems like absenteeism. There are no major problems with workers' general education or job skills.

Workers are not required to make many decisions with regard to the manufacturing process. Almost all of the manufacturing process decisions are made by management. In the "traditional workplace," very little on-site training is required by the production workers, once the initial job training is accomplished. Managers might receive some additional job-related training, but continuing education for most workers is minimal.

A change to a "high performance workplace" will mean many differences with regard to the types of workers needed and to the entire manufacturing process. In the present global economy, consumers "shop around the world" to find the product that they need at a price that matches their concept of the value of the product. Quality and value have

INSIDE...

South Dakota
Nonfarm Employment .. 6
Sioux Falls
Nonfarm Employment .. 7
Rapid City
Nonfarm Employment .. 8
Hours and Earnings of
Production Workers 9

become very important watchwords for consumers (and manufacturers). Products are designed and manufactured to meet the specific needs of the consumer.

For American businesses, the global competition for customers comes in essentially two forms. First, some firms in other countries compete with products of very high quality (i.e. machinery from Germany and Sweden) made by skilled craftspersons. The second form of competition comes from businesses that produce low cost goods (i.e. clothing from China) using mostly manual labor.

Some American manufacturers have decided not to compete against other labor-intensive manufacturers. Instead, they have opted for more capital-intensive manufacturing, and are concentrating on producing a value-added product designed for a specific customer. Those manufacturers no longer have long production runs for the same product. Different production runs are required to meet the unique needs of customers. Short production runs mean changes in equipment requirements (retooling of machines) and worker needs.

For some manufacturers, changes in the way that products are manufactured has meant a conversion to a "high performance workplace." Adopting the "high performance workplace" means the end of the job specialist. In the changing workplace, production workers have to constantly change jobs, as new or different products are manufactured. Workers who are job generalists become more dominant. The team concept becomes more prevalent. Instead of each production worker being responsible for a small portion of the manufacturing process, each worker functions as part of a team. The team members are responsible for the entire manufacturing process or a major portion of the process.

The trend toward workers becoming generalists does not mean workers no longer need specific job skills. In fact, job skills become more important. Workers need to have the skills to operate and maintain equipment, maintain needed inventories, and supervise other workers. In other words, workers require a strong general education to learn new job skills and adapt to a new product very quickly.

The "high performance workplace" represents other changes for workers. Job security is lessened, since the team concept involves job changes. However, employment security can be enhanced for those who can adapt to the demands of the new workplace.

For the employer who transitions to the "high performance workplace," there can be positive results. It seems that adoption of the "high performance workplace" concept and value-added consumer-oriented manufacturing go hand in hand. Normally, the products manufactured by those firms adopting the "high performance workplace" concept are associated with higher production costs, since each product gains additional value during the manufacturing process. The end value of the product increases. Thus, it is possible for a firm to produce fewer products but still maintain the same level of sales, and perhaps increase profits.

Individual workers should reap some benefits from the "high performance workplace" too. Since each worker produces goods worth additional dollars, productivity of the workers will become higher. It is possible that each worker would be of more value to the employer, and higher wages could result from the higher productivity. In addition, each worker should have greater job satisfaction and better identification with the end product.

As with all new concepts or perceptions, there are catches or stumbling blocks that may thwart the implementation of change. This is especially true with the change to a "high performance workplace." The need for trained workers places additional burdens on the educational system and on employers. The "high performance workplace" requires an educational system that provides graduating students who have better learning and vocational skills than those required by the "traditional workplace." To meet the needs of a "high performance workplace," the graduates must be more skilled at reading, writing, communicating, and problem solving. Their vocational skills must be greater; employers in the "high performance workplace" require that workers be highly skilled in their trade.

Employers operating a "high performance workplace" have to implement on-going training programs for production workers and management alike. Employers have to develop workers' basic learning skills and their job skills.

South Dakota's Labor Market in August

In August 1991, nonfarm wage and salaried employment in South Dakota was 300,000. This is an increase of 8,700 jobs (or 3.0 percent) from year-ago employment levels.

The industries exhibiting the largest growth over year-ago employment levels were retail trade and services--with the addition of 3,100 and 1,900 jobs, respectively. The division experiencing the largest job growth from year-ago employment levels was eating and drinking establishments, with the addition of 1,100 jobs. Although employment levels lend no insight as to why more people are going to restaurants and bars (to eat, drink, gamble or some combination thereof), they do clearly show that restaurants and bars have benefited from the legalization of gambling in the state. The division of general merchandise/apparel also experienced substantial job growth from year-ago employment levels. The birth of a new chain store in the state heightened competition among other stores, and thus efforts to attract and keep customers through policies on customer service and satisfaction. As a result, some chain stores have lost employment, but the bottom line for this division was growth of 800 jobs.

Once again the division registering the largest job growth in services was medical and health, with 1,000 jobs.

The largest contributing factor to the over-the-year increase of 600 jobs in state government was the Summer Youth Program. There were approximately 1,100 Summer Youth participants still working in August this year, whereas in August of 1990, there were fewer (800) who had not yet completed by August the number of hours required for participation in the program. The remaining growth was distributed throughout state government.

Local government gained 700 jobs over the year, with 300 of those jobs in local education. Employment in this division is higher than one year ago because more faculty and teacher aides were needed to address increased enrollments and students with special needs.

Month-to-Month Employment Changes

Although the total nonfarm employment level of 300,000 in August 1991 remained relatively the same as July, there were some employment fluctuations among the different industries and in government. Total private employment grew by 500 jobs over the month, while government employment declined by 600 jobs. The decrease in jobs in government offset the increase in private nonfarm employment.

Retail trade noted an employment increase of 400 over the month. Three hundred of these jobs were in the general merchandise/apparel division, many of which were needed due to heavier shopping traffic during back-to-school sales. About 100 of this industry's increase was in eating and drinking establishments, as both 'traditional' restaurants and bars and temporary fast-food stands benefited during special events such as motorcycle rallies and fairs which were held throughout the state during the month of August.

Colleges and universities traditionally show employment increases from July to August as faculty return to prepare for the fall semester. This explains the increase of 700 jobs in state education. Local government posted a decline of 700 jobs. The majority of this decrease was found in local education. This decrease can be partially attributed to the end of summer programs and the job ending of extra maintenance help hired during the summer months. This employment decrease is as seasonally expected and traditionally happens from July to August. This job decrease offset an employment increase in local government caused by the hiring of short-term police officers for the Sturgis bike rally.

The wholesale trade industry lost approximately 600 jobs over the month. Several employers in this industry hire temporary help during the month of July to detassle seed corn. Such jobs are usually completed in one month, normally in July.

South Dakota's labor force was 360,500 in August, with 347,300 South Dakotans employed and 13,200 unemployed. The unemployment rate was 3.7 percent, an increase from the July rate of 3.2 percent. The unemployment rate typically increases from July to August and has demonstrated the same in seven of the last ten years. It appears that the largest contributing factor to the increase in the unemployment rate was the high proportion of entrants and re-entrants to the labor force. These people are coming into the labor market faster than they are finding jobs.

Persons in the Labor Force: Employed/Unemployed

	August 1991 (1)				August 1990			
	Labor Force(2)	Employment	Unemployment	Rate	Labor Force(2)	Employment	Unemployment	Rate
United States	126,097,000	117,859,000	8,237,000	6.5(3)	126,012,000	119,174,000	6,837,000	5.4
South Dakota	360,500	347,300	13,200	3.7	365,600	353,600	12,000	3.3
Sioux Falls MSA	75,142	73,141	2,001	2.7	75,907	74,373	1,534	2.0
Rapid City MSA	40,991	39,420	1,571	3.8	41,867	40,486	1,381	3.3
Aurora	1,381	1,369	12	.9	1,540	1,527	13	.8
Beadle	8,383	8,119	264	3.1	9,118	8,935	183	2.0
Bennett	1,389	1,307	82	5.9	1,416	1,331	85	6.0
Bon Homme	3,465	3,400	65	1.9	3,528	3,505	23	.7
Brookings	15,161	14,423	738	4.9	15,180	14,401	779	5.1
Brown	19,550	18,624	926	4.7	19,688	18,743	945	4.8
Brule	2,543	2,471	72	2.8	2,820	2,745	75	2.7
Buffalo	411	356	55	13.4	460	390	70	15.0
Butte	3,553	3,424	129	3.6	3,482	3,346	136	3.9
Campbell	1,026	995	31	3.0	1,150	1,114	36	3.1
Charles Mix	3,663	3,534	129	3.5	3,950	3,830	120	3.0
Clark	1,803	1,746	57	3.2	1,870	1,810	60	3.2
Clay	6,743	6,385	358	5.3	6,989	6,675	314	4.5
Codington	12,362	11,890	472	3.8	12,461	12,135	326	2.6
Corson	1,522	1,211	311	20.4	1,726	1,372	354	21.0
Custer	4,955	4,906	49	1.0	5,011	4,964	47	.9
Davison	9,265	9,042	223	2.4	9,190	9,038	152	1.7
Day	3,069	2,975	94	3.1	3,383	3,221	162	4.8
Deuel	2,141	2,100	41	1.9	2,283	2,193	90	3.9
Dewey	2,000	1,597	403	20.1	2,093	1,726	367	17.5
Douglas	1,626	1,597	29	1.8	1,651	1,610	41	2.5
Edmunds	1,921	1,884	37	1.9	2,101	2,035	66	3.1
Fall River	3,143	3,027	116	3.7	3,355	3,231	124	3.7
Faulk	1,119	1,078	41	3.7	1,188	1,169	19	1.6
Grant	4,102	3,992	110	2.7	4,165	4,075	90	2.2
Gregory	2,290	2,235	55	2.4	2,413	2,377	36	1.5
Haakon	1,174	1,143	31	2.6	1,195	1,176	19	1.6
Hamlin	2,312	2,228	84	3.6	2,499	2,458	41	1.6
Hand	1,817	1,760	57	3.1	1,868	1,815	53	2.8
Hanson	1,334	1,305	29	2.2	1,444	1,418	26	1.8
Harding	731	690	41	5.6	907	871	36	4.0
Hughes	8,302	8,055	247	3.0	8,605	8,428	177	2.1
Hutchinson	3,879	3,846	33	.9	4,067	4,027	40	1.0
Hyde	775	752	23	3.0	850	826	24	2.8
Jackson	1,789	1,722	67	3.7	1,866	1,762	104	5.6

Persons in the Labor Force: Employed/Unemployed

	August 1991 (1)				August 1990			
	Labor Force(2)	Employment	Unemployment	Rate	Labor Force(2)	Employment	Unemployment	Rate
Jerauld	1,072	1,050	22	2.1	1,094	1,071	23	2.1
Jones	685	673	12	1.8	742	721	21	2.8
Kingsbury	2,584	2,541	43	1.7	2,689	2,665	24	.9
Lake	4,975	4,730	245	4.9	4,937	4,670	267	5.4
Lawrence	14,996	14,438	558	3.7	13,406	12,919	487	3.6
Lincoln	7,127	6,943	184	2.6	7,085	6,942	143	2.0
Lyman	1,535	1,433	102	6.6	1,549	1,444	105	6.8
McCook	2,776	2,696	80	2.9	2,855	2,765	90	3.2
McPherson	1,442	1,417	25	1.7	1,538	1,498	40	2.6
Marshall	2,187	2,136	51	2.3	2,257	2,195	62	2.7
Meade	10,951	10,571	380	3.5	10,025	9,773	252	2.5
Mellette	791	764	27	3.4	905	841	64	7.1
Miner	1,416	1,398	18	1.3	1,477	1,426	51	3.5
Minnehaha	75,142	73,141	2,001	2.7	75,907	74,373	1,534	2.0
Moody	3,537	3,245	292	8.3	3,233	2,973	260	8.0
Pennington	40,991	39,420	1,571	3.8	41,867	40,486	1,381	3.3
Perkins	2,089	2,030	59	2.8	2,278	2,240	38	1.7
Potter	1,343	1,312	31	2.3	1,482	1,454	28	1.9
Roberts	4,741	4,484	257	5.4	4,735	4,549	186	3.9
Sanborn	1,055	1,037	18	1.7	1,231	1,148	83	6.7
Shannon	2,072	1,563	509	24.6	2,066	1,607	459	22.2
Spink	3,391	3,285	106	3.1	3,665	3,597	68	1.9
Stanley	1,319	1,292	27	2.0	1,270	1,242	28	2.2
Sully	847	808	39	4.6	781	766	15	1.9
Todd	2,406	2,198	208	8.6	2,363	2,162	201	8.5
Tripp	3,286	3,200	86	2.6	3,283	3,236	47	1.4
Turner	4,212	4,159	53	1.3	4,387	4,287	100	2.3
Union	6,427	6,255	172	2.7	6,154	5,975	179	2.9
Walworth	2,904	2,796	108	3.7	2,938	2,887	51	1.7
Yankton	10,298	10,020	278	2.7	10,768	10,427	341	3.2
Ziebach	1,150	1,046	104	9.0	1,065	963	102	9.6

(1) Preliminary data subject to revision.
(2) Labor force estimates include employed and unemployed civilians 16 years old and older by place of residence.
(3) The seasonally-adjusted rates which were announced by the national government were 6.8 and 5.6. The data in this table are not seasonally-adjusted.

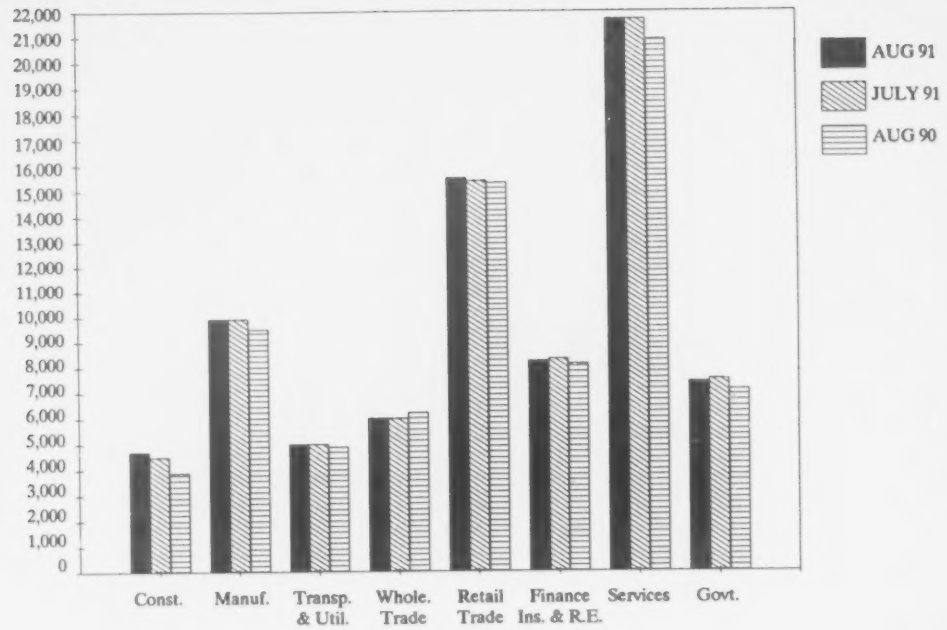
SOURCE: Developed by the South Dakota Department of Labor in cooperation with the U.S. Bureau of Labor Statistics.

South Dakota Nonfarm Wage & Salary Employment (Jobs by Industry)

	Aug. 1991	July 1991	Aug. 1990	Percent Change From Last Month	Percent Change From Last Year
TOTAL	300,000	300,100	291,300	-.0	3.0
TOTAL PRIVATE	241,300	240,800	233,500	.2	3.3
GOODS PRODUCING	53,500	52,900	51,500	1.1	3.9
MINING	2,700	2,700	2,700	.0	.0
CONSTRUCTION	14,600	14,300	13,800	2.1	5.8
MANUFACTURING	36,200	35,900	35,000	.8	3.4
Durable Goods	21,200	20,800	20,300	1.9	4.4
Fabricated Metals & Machinery	12,000	11,800	11,700	1.7	2.6
Nondurable Goods	15,000	15,100	14,700	-.7	2.0
Food & Kindred Products	7,600	7,600	7,900	.0	-3.8
Printing & Publishing	3,400	3,400	3,100	.0	9.7
SERVICE PRODUCING	246,500	247,200	239,800	-.3	2.8
TRANSPORTATION & PUBLIC UTILITIES	13,600	13,500	13,200	.7	3.0
Transportation	8,000	7,900	7,800	1.3	2.6
Communication	3,300	3,200	3,000	3.1	10.0
Electric/Gas/Sanitary Services	2,300	2,300	2,400	.0	-4.2
TRADE	81,800	82,000	78,600	-.2	4.1
Wholesale Trade	19,300	19,900	19,200	-3.0	.5
Durable Goods	8,900	8,900	9,000	.0	-1.1
Nondurable Goods	10,400	11,000	10,200	-5.5	2.0
Retail Trade	62,500	62,100	59,400	.6	5.2
Eating and Drinking Establishments	23,400	23,300	22,300	.4	4.9
General Merchandise/Apparel	11,100	10,800	10,300	2.8	7.8
Food Stores	8,800	8,800	8,400	.0	4.8
FINANCE, INSURANCE & REAL ESTATE	16,700	16,800	16,400	-.6	1.8
Finance	10,900	10,900	10,700	.0	1.9
Depository Institutions	5,900	5,800	5,700	1.7	3.5
Nondepository Institutions	4,300	4,400	4,300	-2.3	.0
Insurance Carriers, Agents & Brokers	3,900	4,000	3,900	-2.5	.0
SERVICES	75,700	75,600	73,800	.1	2.6
Hotels/Motels & Amusements	11,900	11,800	11,800	.8	.8
Personal and Business	9,000	8,900	8,600	1.1	4.7
Medical and Health Services	28,400	28,200	27,400	.7	3.6
Hospitals	13,400	13,400	12,800	.0	4.7
Health Services, other than Hospitals	15,000	14,800	14,600	1.4	2.7
Educational Services	4,000	4,100	3,900	-2.4	2.6
Social Services	5,600	5,600	5,400	.0	3.7
Membership Organizations	8,700	8,700	8,600	.0	1.2
GOVERNMENT	58,700	59,300	57,800	-1.0	1.6
Federal	11,500	11,500	11,900	.0	-3.4
State	16,500	16,400	15,900	.6	3.8
State Education	6,000	5,300	5,900	13.2	1.7
Local	30,700	31,400	30,000	-2.2	2.3
Local Education	13,900	14,500	13,600	-4.1	2.2

SOURCE: Developed by the South Dakota Department of Labor in cooperation with the U.S. Bureau of Labor Statistics.

Sioux Falls MSA Nonfarm Wage and Salary Employment (Jobs by Industry)

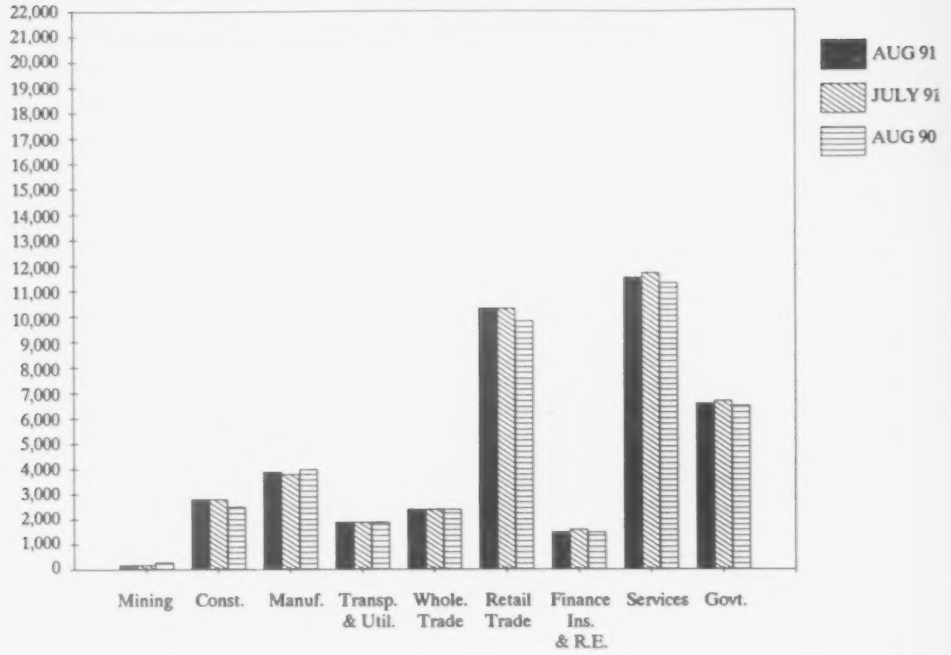


	Aug. 1991	July 1991	Aug. 1990	Percent Change From Last Month	Percent Change From Last Year
TOTAL	78,500	78,400	76,000	.1	3.3
GOODS PRODUCING	14,700	14,500	13,500	1.4	8.9
*MINING					
CONSTRUCTION	4,700	4,500	3,900	4.4	20.5
MANUFACTURING	9,900	9,900	9,500	.0	4.2
SERVICE PRODUCING	63,800	63,900	62,500	-.2	2.1
TRANSPORTATION & PUBLIC UTILITIES	5,000	5,000	4,900	.0	2.0
TRADE	21,500	21,400	21,500	.5	.0
Wholesale	6,000	6,000	6,200	.0	-3.2
Retail	15,500	15,400	15,300	.6	1.3
FINANCE, INSURANCE & REAL ESTATE	8,200	8,300	8,100	-1.2	1.2
SERVICES	21,700	21,700	20,900	.0	3.8
GOVERNMENT	7,400	7,500	7,100	-1.3	4.2

*Mining employment not published, employment less than 100.

SOURCE: Developed by the South Dakota Department of Labor in cooperation with the U.S. Bureau of Labor Statistics.

Rapid City MSA Nonfarm Wage and Salary Employment (Jobs by Industry)



	Aug. 1991	July 1991	Aug. 1990	Percent Change From Last Month	Percent Change From Last Year
TOTAL	41,100	41,400	40,200	-.7	2.2
GOODS PRODUCING	6,900	6,800	6,800	1.5	1.5
MINING	200	200	300	.0	-33.3
CONSTRUCTION	2,800	2,800	2,500	.0	12.0
MANUFACTURING	3,900	3,800	4,000	2.6	-2.5
SERVICE PRODUCING	34,200	34,600	33,400	-1.2	2.4
TRANSPORTATION & PUBLIC UTILITIES	1,900	1,900	1,900	.0	.0
TRADE	12,700	12,700	12,200	.0	4.1
Wholesale	2,400	2,400	2,400	.0	.0
Retail	10,300	10,300	9,800	.0	5.1
FINANCE, INSURANCE & REAL ESTATE	1,500	1,600	1,500	-6.3	.0
SERVICES	11,500	11,700	11,300	-1.7	1.8
GOVERNMENT	6,600	6,700	6,500	-1.5	1.5

SOURCE: Developed by the South Dakota Department of Labor in cooperation with the U.S. Bureau of Labor Statistics.

NOTE: The figures on pages 6, 7 and 8 include almost all nonfarm wage earners (full and part-time) but exclude the self-employed. They are derived from a monthly sample survey of South Dakota non-agricultural establishments and include workers on the payroll for the week including the 12th of the month. These tables compare the current month's employment totals of the major industry groups to the totals of the previous month and year.

Hours and Earnings of Production Workers in South Dakota

	Number of Production Workers			Average Weekly Hours		
	Aug. 1991	July 1991	Aug. 1990	Aug. 1991	July 1991	Aug. 1990
Total Private	201,300	201,500	197,000	34.0	34.0	34.3
Mining	2,300	2,300	2,300	44.9	44.2	43.6
Construction	12,000	11,700	11,300	41.9	43.7	42.2
Manufacturing	26,900	26,600	26,500	41.3	40.7	40.3
Transportation & Public Utilities	11,300	11,200	11,100	38.8	38.5	39.0
Wholesale & Retail Trade	71,300	71,900	69,200	31.5	31.5	33.3
Finance, Insurance, & Real Estate	12,600	12,800	12,500	34.9	34.8	36.0
Services	64,900	65,000	64,100	30.7	30.9	30.1

	Average Weekly Earnings			Average Hourly Earnings		
	Aug. 1991	July 1991	Aug. 1990	Aug. 1991	July 1991	Aug. 1990
Total Private	$275.06	$273.70	$264.11	$8.09	$8.05	$7.70
Mining	577.86	570.18	535.84	12.87	12.90	12.29
Construction	418.16	436.56	406.81	9.98	9.99	9.64
Manufacturing	359.72	352.06	340.13	8.71	8.65	8.44
Transportation & Public Utilities	438.44	438.90	442.26	11.30	11.40	11.34
Wholesale & Retail Trade	213.26	211.68	206.13	6.77	6.72	6.19
Finance, Insurance, & Real Estate	299.44	301.02	291.60	8.58	8.65	8.10
Services	236.39	236.08	224.85	7.70	7.64	7.47

Hours and Earnings of Manufacturing Production Workers in MSAs

	Number of Manufacturing Production Workers			Average Weekly Hours		
	Aug. 1991	July 1991	Aug. 1990	Aug. 1991	July 1991	Aug. 1990
Sioux Falls MSA	7,100	7,000	6,600	41.1	40.6	38.7
Rapid City MSA	3,000	2,900	3,100	39.0	39.4	40.7

	Average Weekly Earnings			Average Hourly Earnings		
	Aug. 1991	July 1991	Aug. 1990	Aug. 1991	July 1991	Aug. 1990
Sioux Falls MSA	$374.42	$362.15	$339.40	$9.11	$8.92	$8.77
Rapid City MSA	382.98	384.94	373.63	9.82	9.77	9.18

SOURCE: Developed by the South Dakota Department of Labor, in cooperation with the United States Bureau of Labor Statistics.

NOTE: Average hours and earnings data are derived from reports of payrolls and hours for production and related workers in manufacturing and mining, construction workers in construction, and non-supervisory employees in private service-producing industries. The data cover full and part-time employees who worked during or received pay for the payroll period that includes the 12th of the month. The earnings figures are "gross" figures. They may be higher than employer wage rates, since they reflect premium pay for shift differentials and overtime work. The hours figures relate to the hours for which pay was received; this is different from scheduled or standard work hours.

Characteristics of the Insured Unemployed[1]

	Aug. 1991	July 1991	Aug. 1990
Sex, Total	1,798	1,866	1,520
Male	781	863	613
Female	1,017	1,003	907
Race, Total	1,798	1,866	1,520
White	1,403	1,480	1,147
Nonwhite	395	386	373
Age, Total	1,798	1,866	1,520
Under 45	1,242	1,306	1,043
Over 45	556	560	477
[2]Industry, Total	1,798	1,866	1,520
Mining	12	9	7
Construction	115	134	92
Manufacturing	300	385	257
Transportation & Public Utilities	71	92	58
Trade	458	407	338
Finance, Insurance & Real Estate	48	50	67
Services	646	643	581
Government	148	146	120
[2]Occupation	1,798	1,866	1,520
Professional & Managerial	452	451	404
Clerical and Sales	443	414	400
Services	331	330	262
Processing	41	46	41
Machine Trade	78	109	57
Benchwork	122	148	137
Structural Work	177	206	117
Other	154	162	102
Duration of Current Unemployment			
Total	1,798	1,866	1,520
1-2 Weeks	245	349	208
3-4 Weeks	213	264	172
5-14 Weeks	979	844	824
15 Weeks & Over	361	409	316

[1]The insured unemployed are those persons who had worked for employers covered by South Dakota's Unemployment Insurance laws and who filed claims for unemployment insurance compensation during the week including the 12th of the month.

[2]Refers to industry and occupation involvement prior to unemployment.

Selected Labor Department Activities

	Aug. 1991	July 1991	Aug. 1990	Percent Change From Last Month	Percent Change From Last Year
Unemployment Insurance					
A. Initial Claims	1,017	1,462	1,063	-30.4	-4.3
B. Weeks Compensated	7,698	9,717	7,904	-20.8	-2.6
C. Amount of Benefit Payments	$819,035	$666,391	$652,598	22.9	25.5
D. Unemployment Trust Fund Bal.	$48,623,322	$47,880,886	$46,703,105	1.6	4.1
Job Service					
E. Applicants Available (New and Renewal)	9,219	10,170	9,744	-9.4	-5.4
F. Nonfarm Placements	5,895	5,335	6,076	10.5	-3.0
G. Nonfarm Job Openings	11,250	6,804	11,357	65.3	-0.9

Selected Labor Department Activities (Continued)

The data in the table at the bottom of page 10 are taken from the records of the state unemployment insurance program and the state Job Service system.

A. Initial Claims - The total number of first claims for unemployment compensation.

B. Weeks Compensated - The total number of weeks for which claimants received compensation.

C. Amount of Benefit Payments - The total amount of money paid to claimants.

D. Unemployment Trust Fund Balance - The fund to which all required Unemployment Insurance taxes are paid and from which all benefits to claimants are paid.

E. Applicants Available (New and Renewals) - The total number of different individuals who registered or renewed their registrations for work at Job Service offices in the state.

F. Nonag Placements - A count of the number of times during the month that Job Service applicants were hired by nonfarm employers.

G. Nonag Job Openings - A count of new job openings received during the month by South Dakota Job Service offices from nonfarm employers.

Career planning resource available

The high performance workplace demands competent skilled workers to survive. As South Dakotans repond to that need, education and career planning will become more important than ever. This offers students, parents, teachers, counselors, employers, community groups and society as a whole with a challenge. The Labor Market Information Center has available a resource which may help us as we face that challenge. The South Dakota Occupational Outlook Handbook has just been updated with a fifth edition, which will be available within the next few weeks. Here's a brief rundown on what the publication contains:

For each of the 400 occupational entries included, the publication explains what workers do on the job, the types of industries where they work, working conditions, the training and the qualifications required, current and projected (to the year 2000) employment levels, the number of job openings projected each year, apprenticeship training opportunities, military training and employment opportunities, and the national employment trend.

In the South Dakota Occupational Outlook Handbook, occupations are grouped in clusters based on similar skill and training requirements. Shown for each cluster of occupations is a graph ranking the overall job opportunities as competitive, good or very good. A narrative explaining the job opportunities is also presented, which includes supply and demand estimates. Another helpful piece of information included in the publication is a list of the post-secondary training programs in the state which provide training which is appropriate, and in most cases required, for the occupations.

Within its 400 occupational entries, the fifth edition of the South Dakota Occupational Outlook Handbook includes information on more specific occupations than ever before. And all occupations are included in the index, so that they can be easily found.

This 600 + page publication is currently being printed and will be available within the next few weeks. If you would like to receive a copy or would like additional information about it, please contact the Labor Market Information Center at the address below.

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Selected National Economic Indicators

	Aug. 1991	July 1991	Aug. 1990	Percent Change From Last Month	Percent Change From Last Year
Consumer Price Index[1]	136.6	136.2	131.6	0.1	4.4
Industrial Production Index[2]	107.6	107.1	110.4	0.5	-2.5
Retail Trade Sales[3]	$152,260	$153,399	$150,996	0.5	2.0
Privately Owned Housing Starts[4]	1,065	1,059	1,131	3.7	-7.4
Bank Prime Loan Rate[5]	8.50	8.50	10.00	0.0	-15.0

[1]U.S. Bureau of Labor Statistics. 1982-84 = 100.
[2]Federal Reserve Board. Includes manufacturing, mining and utilities. 1987 = 100. Seasonally adjusted.
[3]Bureau of the Census. Adjusted for seasonal, holiday and trading day differences. In millions of dollars.
[4]Bureau of the Census. Includes new, privately owned housing units started. Seasonally adjusted annual rates. In thousands of units.
[5]Federal Reserve Board. Annual rates.